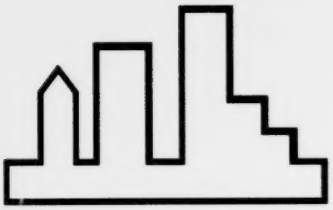

2001-2002

Alberta Infrastructure

Annual Report

Alberta
INFRASTRUCTURE

103-01801/

Accounts 2001-2002

PREFACE

The Public Accounts of Alberta are prepared in accordance with the *Financial Administration Act* and the *Government Accountability Act*. The Public Accounts consist of the annual report of the Government of Alberta and the annual reports of each of the 24 Ministries.

The annual report of the Government of Alberta released June 25, 2002 contains the Minister of Finance's accountability statement, the consolidated financial statements of the Province and a comparison of the actual performance results to desired results set out in the government's business plan, including the *Measuring Up* report.

This annual report of the Ministry of Infrastructure contains the Minister's accountability statement, the audited financial statements of the Ministry and a comparison of actual performance results to desired results set out in the ministry business plan. This Ministry annual report also includes other financial information as required by the *Financial Administration Act* and *Government Accountability Act*, either as separate reports or as a part of the financial statements, to the extent that the Ministry has anything to report.

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Minister's Accountability Statement

The Ministry's Annual Report for the year ended March 31, 2002, was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as at September 13, 2002 with material economic or fiscal implications of which I am aware have been considered in the preparation of this report.

Ty Lund
Minister
Alberta Infrastructure

Message from the Minister

LOOKING BACK

The beginning of the new millenium has meant many challenges and opportunities for Alberta Infrastructure. Changes in the global economy and the terrorist attacks on the United States have impacted all Albertans and Alberta Infrastructure was not immune. Reduced government revenues resulted in the deferral of some capital projects, including schools and health care facilities. Although we certainly would have preferred this not to have occurred, our stakeholders and partners and Alberta Infrastructure staff have shown that they are ready and willing to adapt their priorities to meet any challenge. More and more, we are realizing that we must develop new ways of funding infrastructure in this province in order to meet the needs of Albertans. I am excited to note that we are certainly moving in that direction by discussing and developing innovative ideas with our partners and stakeholders.

I was impressed with the tremendous number of ideas generated by committees at the symposium on schools that I hosted on December 5 and 6, 2001. For the first time, educators, school board members, superintendents, architects, engineers, building operators, developers, and municipalities, and government representatives came together to share thoughts on how to ensure the long-term viability of school infrastructure and meet the demands of the future.

The symposium under the title "Learning Facilities for Tomorrow's Communities" was organized around three main themes: alternative procurement opportunities; sustainable development; and functionality and utilization. Some 440 delegates, representing 46 stakeholder groups throughout the province, participated in this successful event. An astounding 1300 suggestions and ideas were generated on the three symposium themes and as a result stakeholder committees were formed to further explore those recommendations.

In October 2001, the government needed to implement a fiscal restraint policy which meant that over $400 million worth of capital projects had to be deferred. To accomplish this difficult task, the ministry developed and applied an objective priority rating system that has proven to be a valuable tool in our planning process.

The operation and maintenance budget of approximately $324 million for schools was transferred to Alberta Infrastructure from Alberta Learning effective April 1, 2002. During the year, we worked with Alberta Learning and school boards to review and redesign the formula for distributing the operating and maintenance funds to schools.

Health care for Albertans continued to be a top priority and Alberta Infrastructure provided some $468.1 million in capital funding to build health care facilities. These projects included: public-private partnerships to develop long-term care facilities in six health regions; new (replacement) hospitals in Drumheller, Manning and High Level; major infrastructure upgrading of tertiary care and ambulatory care facilities to expand patient bed capacity and reduce waiting lists; and the redevelopment of a tertiary mental health facility in Ponoka.

Given the terrorist attacks in the United States, it became apparent that we needed to ensure that government facilities were as safe as possible for all Albertans to access. In response to this need, the ministry has set up a new unit to develop and implement safety plans for all government owned and leased properties.

FUTURE CHALLENGES

Providing safe and effective infrastructure requires the continued interaction of all partners to address ongoing needs and resolve issues. At the top of the list of these issues are aging infrastructure and the backlog of deferred maintenance, the ability of existing infrastructure to meet growth pressures, and the long-term financing of all types of infrastructure. Alberta Infrastructure will not be able to meet these needs in isolation and is committed to continuing to work with school boards, health authorities, industry and others involved in providing programs and services to Albertans.

It is important that we make the best use of the findings from the Symposium on Schools. The greatest challenge over the next few years will be to find solutions for adequate funding. To do this, we will need to explore every avenue for managing costs in the short-term and long-term as well as looking for alternative ways to provide learning facilities for this generation and generations to come. By continuing to implement the New Century Schools Plan and reviewing the ideas generated by the school symposium, I'm confident we will succeed.

The report of the Premier's Advisory Council on Health and the government's plan of action entitled "Alberta: First", will continue to focus Infrastructure's efforts on contributing to the most cost-effective solutions to Albertans' health care facility needs. In addition, we will support the Health Sustainability Initiative as it becomes implemented.

We will continue to work on the development of a new court facility in Calgary. Once constructed, the new facility will consolidate the Court of Appeal, Court of Queen's Bench and the Provincial Court into one building, and make access easier for the public and law enforcement agencies.

Alberta Infrastructure is a proud organization dedicated to providing quality affordable facilities for Albertans. We are committed to our partnerships and will continue to work with health authorities, school boards, post-secondary institutions, industry and many others in achieving our business plan goals.

Ty Lund
Minister
Alberta Infrastructure

Management's Responsibility for Reporting

The Ministry of Infrastructure includes the Department of Alberta Infrastructure.

The executives of the individual entities within the Ministry have the primary responsibility and accountability for the respective entities. Collectively, the executives ensure the Ministry complies with all relevant legislation, regulations and policies.

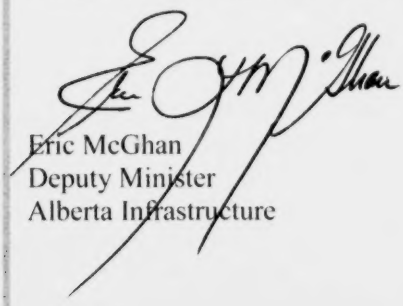
Ministry business plans, annual reports, performance results an ' the supporting management information are integral to the government's fiscal and business plans, annual report, quarterly reports and other financial and performance reporting.

Responsibility for the integrity and objectivity of the financial statements and performance results for the Ministry rests with the Minister of Infrastructure. Under the direction of the Minister I oversee the preparation of the Ministry's annual report, including financial statements and performance results. The financial statements and the performance results, of necessity, include amounts that are based on estimates and judgments. The consolidated financial statements are prepared in accordance with the government's stated accounting policies.

As Deputy Minister, in addition to program responsibilities, I establish and maintain the Ministry's financial administration and reporting functions. The ministry maintains systems of financial management and internal control which give consideration to costs, benefits, and risks that are designed to:

- provide reasonable assurance that transactions are properly authorized, executed in accordance with prescribed legislation and regulations, and properly recorded so as to maintain accountability of public money,
- provide information to manage and report on performance,
- safeguard the assets and properties of the Province under Ministry administration,
- provide Executive Council, Treasury Board, the Minister of Finance and the Minister of Infrastructure any information needed to fulfill their responsibilities, and
- facilitate preparation of Ministry business plans and annual reports required under the *Government Accountability Act*.

In fulfilling my responsibilities for the ministry, I have relied, as necessary, on the executive of the individual entities within the ministry.



Eric McGhan
Deputy Minister
Alberta Infrastructure

Overview

MINISTRY ORGANIZATION STRUCTURE

The following represents the ministry structure and key program areas as of March 31, 2002. Effective April 1, 2002, supply management and procurement services which support government operations were transferred to the Alberta Corporate Service Centre. For this reporting year, results of that area are included in this report.

Minister
Honourable Ty Lund
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Deputy Minister
Eric J. McGhan
Ph: (780) 427-2081
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Divisions	Services
Property & Supply Management Bob Smith Assistant Deputy Minister Ph: (780) 427-3875 Fax: (780) 422-1389 E-mail: bob.smith@gov.ab.ca	This division operates and maintains government-owned properties, and is the central procurement and surplus disposal agency for the government. It provides real estate services and handles related land-planning issues for government ministries, and real estate services as requested, to boards and agencies throughout the province. Also, it manages the energy rebate programs on behalf of the Government, and oversees the operation of the Swan Hills Treatment Centre
Property Development Malcolm Johnson Assistant Deputy Minister Ph: (780) 427-3835 Fax: (780) 427-3873 E-mail: malcolm.johnson@gov.ab.ca	Property Development is committed to working with client departments, boards, agencies and other stakeholders to provide, preserve and upgrade owned and supported capital infrastructure including office space for all government departments, correctional and cultural, health and learning facilities, and seniors' lodges. Their responsibilities include the provision of facility and accommodation planning, project management, and professional and technical services.

Divisions continued

Infrastructure Safety
Hoang Le
Executive Director
Ph: (780) 422-0622
Fax: (780) 422-5832
E-mail: hoang.le@gov.ab.ca

Services continued

This is a new unit established to enhance and support the management of emergency plans and facility safety in government-owned and leased facilities. Also, the unit provides assistance regarding business resumption plans for Alberta Infrastructure.

Communications
David Bray
Director
Ph: (780) 422-0506
Fax: (780) 415-9793
E-mail: david.bray@gov.ab.ca

Communications provides services such as media relations, issues management, communications planning, preparation of speeches, news releases, advertising copy, and other support materials, graphic design, answering the information line and co-ordination of the ministry's Intranet and Internet.

Corporate Services
Vacant
Assistant Deputy Minister

Corporate Services provides shared services to the Ministries of Infrastructure and Transportation. Those services cover: financial services, cost management for capital building projects, human resources, business and legislative planning, co-ordination of cross-ministry initiatives, *Freedom of Information and Protection of Privacy Act*, information systems management and the administration of tendering and contracts. In addition, central vehicle and executive vehicle operations, as well as air transportation services are provided to all of the Alberta government.

Our Mission

Alberta Infrastructure contributes to Alberta's economic prosperity and quality of life through the provision of necessary, effective and safe infrastructure for all Albertans.

Core Businesses

- Through innovative partnerships, support the provision of infrastructure to meet the overall needs of Albertans, including health care, learning, community service facilities and seniors' lodges.
- Ensure efficient planning, design, construction, rehabilitation, operation, maintenance, and land management of government-owned and supported infrastructure.
- Manage central services to all government departments including procurement of supplies, disposal of surplus materials, accommodation requirements, property acquisition and disposal, air transportation, and executive and government vehicle fleet operations.
- Represent Alberta's interests in internal and external trade agreements as they impact government procurement.

Results Analysis

GOAL 1: ENHANCE INFRASTRUCTURE PLANNING AND MANAGEMENT

Directly supports Government Business Plan Goal 11
"Alberta will have effective and efficient infrastructure."

Effective planning is essential in order to meet high-priority needs for schools, hospitals, post-secondary institutions, seniors' lodges, and government buildings. This goal is aimed at developing new and innovative approaches to planning and managing capital funding needs.

Indirectly supports Government Business Plan:
Goal 15 "Alberta will be a safe place to live and raise families."

Objective:
Support the cross-ministry Capital Planning Initiative

- Alberta Infrastructure continued to participate in and support the Capital Planning Initiative (CPI). The CPI is a government-wide program aimed at ensuring that capital funding is used effectively and efficiently.

- In support of the CPI and to allow the ministry to track high-priority infrastructure projects, the Building and Land Infrastructure Management

  System (BLIMS) software is under development. During 2001-02, an inventory module was developed and tested. Once fully implemented BLIMS will contain extensive data on inventory, planning, leasing and project information that will support decision making and long-term planning of owned and supported infrastructure.

- The CPI report of March 2000 identified three long-term performance measures to be used across government to report on the management of physical infrastructure, whether it is owned or supported by government. The first key measure relates to physical condition of facilities which allows the ministry to rank all buildings as being in good, fair or poor condition. The second measure determines whether the utilization level of a facility is within a targeted capacity. Functional adequacy,

the third measure, determines if a facility is providing acceptable functional service to users.

- The ministry developed utilization and functional adequacy measures for ministry-owned buildings over 1000 m^2 that were included in the 2001-2004 business plan and are reported in this annual report. As well, preliminary physical condition measures for ministry owned buildings, health, school and post-secondary facilities were developed and have been included in the ministry's 2002-2005 business plan.

- Work continued on the utilization and functional adequacy measures for supported infrastructure for inclusion in the 2003-2006 ministry business plan. Although these preliminary measures provide an adequate rating of the status of the buildings, work continued on developing a common methodology for the physical condition of all owned and supported infrastructure.

- To further support the CPI, alternative options for funding were explored. One of the options was public-private partnerships (P3). Public-private partnerships are co-operative ventures sharing resources, rewards, risks and expertise in the construction and/or operation and maintenance of facilities between government and private sector developers. P3s were one of the topics discussed at the Minister's symposium on schools held in December 2001.

- In 2001-02, the ministry participated in the development of a broad set of public-private partnership (P3) guidelines that could apply a government-wide decision-making framework to government ministries, health authorities, school boards and others. This draft document is under review and will assist Alberta government program managers to understand the issues and steps involved in evaluating potential P3 projects. The guidelines identify the requirement for each component and provide flexibility to adapt the approach to the size, scope and nature of the infrastructure involved. These concepts will guide

the ministry in looking at P3 proposals.

Objective:
Facilitate the accessibility of buildings

- ✧ All government-owned and operated buildings were reviewed to identify requirements for making the facilities barrier-free for persons with disabilities. High-priority, barrier-free requirements were incorporated into maintenance and capital projects as appropriate. This upgrading and enhancement to government facilities will ensure seniors and persons with disabilities access to government programs and services.

- ✧ To assist health authorities' staff, Infrastructure developed and tested an effective assessment tool for staff to use to identify significant barrier-free problems for action.

Objective:
Support climate change initiatives

- ✧ As part of a broader government climate change business plan, Alberta Infrastructure completed energy audits on all 342 government buildings over 1000 m^2. This year, two energy contracts were established for 25 buildings in North East Alberta and 37 buildings in Calgary South Region. As well, lighting retrofits for six buildings at the Neil Crawford Centre were completed.

Objective:
Administer the Natural Gas, Propane/Fuel Oil Rebate Programs

- The Natural Gas, Propane/Fuel Oil Rebate Programs were expanded to help residential, commercial and industrial consumers offset the high cost of heating their homes and businesses during the rebate period. The deadline for applications under the program was July 31, 2001. Alberta Infrastructure successfully administered the program on behalf of the Government of Alberta.

- A Market Transition Credit Program was established to assist large electrical consumers who had not yet found a new contract supplier as part of the deregulation process by January 1, 2001. The deadline for applications under this program was June 30, 2001. During the 2001-02 fiscal year, the Market Transition Credit Program paid rebates totaling approximately $6 million to 8,000 major electrical consumers through 15 electrical suppliers.

- In order for government to be prepared in case of another increase in natural gas prices, a regulation to the Natural Gas Price Protection Act was developed to enable the payment of possible future energy rebates. The regulation will only come into force should natural gas prices increase above $5.5 per gigajoule.

Objective:
Participate in the Electricity Conservation Strategy

- Energy savings were achieved in leased buildings through agreements with landlords to undertake energy conservation measures. Savings were achieved by installing high efficiency lighting in the Petroleum Plaza and Oxbridge Place buildings in Edmonton. This represents one of the first examples of a tenant making energy efficient retrofits in a leased building. The ministry is continuing with the completion of energy performance contracts and other low-cost energy conservation initiatives.

- Energy improvements to 70 government facilities between 1995 and 2001 were implemented through revisions to heating and air conditioning systems, their controls and lighting modifications. This highly successful Energy Retrofit Program reduced greenhouse gas emissions in these buildings by 22 per cent below 1990 levels, surpassing the original target of 14.1 per cent and saved taxpayers $3.2 million annually.

Objective:
Efficiently administer infrastructure construction and maintenance contracts

- COOLNet Alberta is an electronic plan room developed and operated through the co-operative efforts of the various construction associations in Alberta, together with Alberta Infrastructure, Alberta Transportation and various industry participants. COOLNet is used to advertise construction tenders via the Internet, as well as provide complete sets of bid documents in electronic form for on-line viewing or downloading by bidders. Continuing to make the best use of technology, all the Ministry's public construction tenders were advertised on COOLNet, and for 134 of these tenders, electronic bid documents were also provided.

- The ministry ensured that Accommodation Costing Reports were electronically provided to clients who occupy space provided by government. As part of an open reporting process, the report contains expenses incurred by others on behalf of the occupants, for example, cost of leasing the space, caretaking, grants and utilities.

GOAL 2: WORK WITH PARTNERS TO PROVIDE QUALITY BUILDING INFRASTRUCTURE

Directly supports Government Business Plan Goal 11
"Alberta will have effective and efficient infrastructure."

Alberta Infrastructure aims to provide the best facilities possible in the long term through working as partners with stakeholder groups to direct efforts toward high priority projects. Through effective planning with our partners, we are able to undertake informed decision making, develop consistent standards, and review alternatives to address ongoing pressures facing Alberta communities.

Indirectly supports Government Business Plan:
Goal 1 "Albertans will be healthy."
Goal 2 "Our children will be well cared for, safe, successful at learning and healthy."
Goal 3 "Alberta students will excel."
Goal 4 "Albertans will be independent."
Goal 15 "Alberta will be a safe place to live and raise families."
Goal 18 "Albertans will have the opportunity to enjoy the province's natural, historical and cultural resources."

Objective:

Ensure effective planning and management of learning facility capital projects

- The New Century Schools Plan is a multi-year funding commitment to safe, effective and cost-efficient school facilities through over 500 approved projects. The plan was designed to have schools meet health and safety standards, while ensuring programming and technological needs are met and adequate space exists for program delivery on a priority basis.

- In May, June and July of 2001, the department announced specific projects under the New Century Schools Plan. In October 2001, global economics affected government fiscal targets and restraint measures were applied. This resulted in some capital projects being deferred. High priority projects proceeded uninterrupted. Even with the deferral of some projects, $712.6 million was provided for new schools and school upgrades.

New Schools: Edmonton

✧ In June 2001, a total of 25 school facility projects, including five new schools, were approved for the Edmonton area under the New Century Schools Plan. Total funding for these projects was over $67 million; Edmonton Catholic Schools received $35 million and Edmonton Public Schools received $32 million. Examples of projects funded include:

- A new junior/senior high school in Callingwood;
- A new junior high school in the Meadows;
- A new elementary/junior high school in Terwillegar/Riverbend;
- A new elementary school in Pilot Sound/ Lake District;
- A new elementary school in Jackson Heights;
- A replacement elementary school combining St. Michael and Sacred Heart schools; and
- A new Telelearning Centre in J. Percy Page High School.

School Modernization: Edmonton

✧ Edmonton Public Schools was approved for three major modernization projects at:

- John A. McDougall School to provide facilities for program delivery in Earth and Sky Sciences that include an observatory on the upper floor;
- McCauley School to provide facilities in support of the music program; and
- Jasper Place School to redesign space to better suit program needs.

New Schools: Calgary

✧ In June 2001, 21 school facility projects, including 12 new schools, were approved for the Calgary area under the New Century Schools Plan. Total funding for these projects was over $88 million; the Calgary Catholic School District received $36 million and the Calgary Board of Education received $52 million. Projects include:

- New elementary and junior high school in Hidden Valley;
- New elementary school in Monterey Park;
- New elementary school in Somerset;
- New Public and Catholic elementary schools in Coventry Hills;
- New senior high school in South Calgary;
- New elementary school in Martindale;

- Combined elementary/junior high in Citadel;
- New high school in Country Hills;
- New mini-schools in Scenic Acres and Douglasdale. Mini-schools are the use of portable classrooms within newer communities to enable young students, for example in kindergarten, to attend school close to where they live.

Rural Schools

✧ In July 2001, 43 school facility projects, including one new school, were approved for rural school boards under the New Century Schools Plan. A total of $31.6 million was spent on modernizations, renovations, and other improvements. Projects included a new Kindergarten to Grade 8 school in DeWinton and the replacement of the Blackfalds School.

Symposium on Schools

✧ The Minister of Infrastructure hosted a Minister's symposium on schools focused on "Learning Facilities for Tomorrow's Communities." Over 440 participants discussed new solutions in planning the short term and future design, construction and maintenance of school facilities. Sessions were held covering three themes: alternative procurement opportunities; sustainable development; and functionality and utilization. This highly successful event produced numerous ideas to be explored by sub-committees. A summary report of the ideas with the strongest support for sub-committee work was completed in March 2002. Sub-committees will be established to develop action plans.

School Capital Manual

✧ Drafting of a new School Capital Manual continued throughout 2001-02 to replace the 1997 draft. The manual was designed as a convenient reference for legislation, regulation and policy that applies to school building projects. It also provides guidelines for preparation of capital funding, three-year capital plans, and long-range facility master plans. The manual will be updated on an ongoing basis as required. As such, it will be a "living document" that represents the terms and conditions under which school boards may engage in school building projects.

Premier's Task Force on School Facilities

- The report from the Premier's Task Force on School Facilities was released in the fall of 2001, and the recommendations of the Task Force were reviewed. Recommendations included exploring innovative solutions to involve the private sector in providing learning facilities; alternative approaches to design and construction to create and renew quality school facilities; and allowing the functionality of learning facilities to evolve with their surrounding communities. In addressing these recommendations, the Ministry has focused on strengthening public-private partnerships; exploring sharing arrangements for facilities and land among different school authorities and municipalities; and helping school boards plan for future needs before allocating funding.

- Standards and guidelines were introduced for the design, construction, and operation and maintenance of school facilities. These were developed in response to a recommendation by the School Facilities Task Force, and were provided to all school boards and posted on the department's web site. The intent of these standards is to ensure that a minimum standard of quality and value is upheld in school facilities throughout the province.

Learning Facilities Advisory Committee

- The Learning Facilities Advisory Committee took over from the School Buildings Board the responsibility to review all learning capital funding requests and make recommendations to the Ministers of Infrastructure and Learning. This allowed the responsibility for decisions regarding school buildings to be placed with elected officials in order to provide increased accountability to stakeholders.

Post-secondary Institutions

- In fiscal year 2001-02, the ministry provided $329.4 million to post-secondary institutions for expansion and preservation of the post-secondary institution system. Project funding included grants to Mount Royal College, University of Alberta, Lethbridge Community College, Southern Alberta Institute of Technology, Keyano College, Medicine Hat College, Red Deer College, Bow Valley College and the Athabasca University.

- In order to apply up-to-date and consistent information to preserve and maintain post-secondary facilities, a building condition audit was substantially completed by mid-July 2001. The audit results were used to release the Infrastructure Renewal Envelope grants in mid-August. A significant backlog of deferred maintenance was also identified.

- Data collected during this audit was used to draft a capital plan for post-secondary institutions. This plan will assist the ministries of Infrastructure and Learning, as well as post-secondary institutions, to set priorities for future projects and funding.

Objective:
Rationalize the Ministry's contracting requirements for supported infrastructure

- A desire to ensure consistency in contracting practices by school boards, post-secondary institutions and regional health authorities resulted in a review of contracting-related regulations, policies and practices governing funded entities. This review resulted in the development of a draft set of Contracting Directives for Funded Building Infrastructure Projects as a departmental policy document. Stakeholder consultation on this document will take place prior to adoption by the Ministry. In the interim, some of the directives have been implemented through collaboration with those stakeholders.

Objective:
Continue effective planning and project implementation to support government programs

- To celebrate the 100th year of Alberta as a province in 2005, two major projects are in the planning and construction phase. In partnership with Community Development, as part of the 2005 Centennial Program, these projects are the new Provincial Archives in Edmonton and the new Learning Centre at the Royal Tyrrell Museum in Drumheller.

- The existing Provincial Archives housed within the Provincial Museum had outgrown the space available for the public, volunteers and staff to access and preserve the archival collections. Work commenced on a new 10,000 m^2 facility at Roper Road in Edmonton to provide proper temperature and humidity control for the long-term storage and preservation of records, and to allow the records to

be accessed easily. There will be a larger reading room and library as well as more area for volunteers and technical staff to work on collections. The facility was designed to meet the projected storage requirements for the next 35 years. Completion is expected in the fall of 2002.

- The Learning Centre is an exciting and innovative addition to the world recognized Royal Tyrrell Museum. It will address the growing demand for educational programs requested by school groups, teachers, other organizations and segments of private industry. In partnership with Alberta Community Development and the Co-operating Society (a voluntary group supporting the Museum), plans were developed for an entrance, classrooms, a multi-purpose room, an interactive lab, an outdoor learning courtyard, and office space with barrier-free washrooms. These facilities will provide additional space for delivery of programs to school groups (early childhood to high school), post-secondary science students, conference groups (corporate, scientific, educational, museum industry), special programs for summer visitors, as well as a venue for community events and an expanded distance learning program.

- In November 2001, an expansion was completed to the Food Processing Centre, a research facility in Leduc. This enabled the centre to better assist in the development of new products and technology to support the growth of food processing companies. This research facility continues to enhance the ability of Alberta companies to provide agricultural products for export.

- The Swan Hills Treatment Centre (SHTC) processes hazardous waste from Alberta and across Canada. During the 2001 calendar year, the Centre processed 18,783 tonnes of primary waste (commercial waste), an increase of 42 per cent from the previous year. In December 2001, the SHTC was approved to handle out-of-country hazardous waste. After a review of options for the future of the SHTC, the Government decided to retain ownership and operate it as a utility. During 2001-02, the ministry commenced the request for proposal process to obtain a long-term private operator for the facility.

- Under the Alberta Children and Youth Initiative, as part of partnerships that strengthen the province's collective capacity to support children's needs, 70 Alberta Children's Services offices were established across Alberta. Work commenced on obtaining appropriate space for a further 20 offices.

Objective:
Provide funding and support for the construction and upgrading of health facilities and seniors' lodges

✧ During 2001-02, many significant health facility capital projects were undertaken. Following are a few examples of key projects:

- Renovations to the University of Alberta Hospital for the $30.7 million Stollery Children's Health Centre were completed in January 2002. This new centre for children's health will integrate tertiary care services for critically sick children from northern Alberta with research and education programs. Renovated areas include 120 inpatient beds, pediatric surgery suites, pediatric day ward, ambulatory clinics and administrative areas.

- Construction started on the $44.6 million phase 1 re-development project at the Royal Alexandra Hospital, designed to reduce waiting lists for specialized surgical programs such as orthopedics, vascular thoracic and ear, nose and throat procedures. Renovations are planned to consolidate and expand most ambulatory care services, including medical and surgical clinics, medical day care, minor procedures and endoscopy. A new 29-bed nursing unit and two operating suites will be opened.

- The Strathcona Alzheimer Care Centre, a new facility in Sherwood Park, opened on September 17, 2001. This public/private partnership with the Capital Care Group, is a new 36-bed complex linked to the existing Strathcona Care Centre. It will provide for the needs of residents suffering from advanced stages of Alzheimer's disease.

- Construction continued on a $26.9 million upgrading project at the Foothills Medical Centre. This project will result in the upgrading, replacement and repair of the aging electrical and mechanical systems and related plant and equipment in this tertiary-care facility.

- A $16.3 million renovation commenced on the auxiliary hospital at the Foothills Medical Centre site to provide an additional 180 acute care beds and inpatient and treatment programs.

- Beverly Centre Lake Midnapore Inc. was a partner with Alberta Infrastructure in the Beverly Centre, a new two-story residential style building in the community of Lake Midnapore. It provides 150 new long-term care beds and shares some services with the adjacent Beverly Lodge, a supportive housing facility. The new centre opened in December of 2001.

- The $37.8 million Drumheller District Health Services facility opened in February of 2002. This new facility replaced an old 52-bed acute care hospital, a 30-bed auxiliary hospital and an 80-bed nursing home with 49 acute care beds and 88 continuing care beds. It will also provide community health services, and space for the regional corporate offices.

- Construction started on a $95.8 million project to re-develop the Red Deer Regional Hospital site in response to the increased demand for acute care services in central Alberta. It will consolidate medical beds, expand adult and child psychiatry, inpatient and outpatient programs and introduce a sub-acute care program. Renal Dialysis and cancer treatment programs will be expanded. The work will include the renovation of the shelled in space on the third floor, a new emergency and critical care facility and new central services building.

- A new 80-bed long-term care facility opened in South Ridge Village, Medicine Hat in 2001-02 in response to population growth and the shortage of long-term care beds in the region. The project is a public/private sector partnership between the Good Samaritan Society and Alberta Infrastructure.

- Phase 3 of the master development plan for the $101 million Alberta Hospital Ponoka re-development project commenced in 2001-02. The new work currently under construction, will provide a 125-bed geriatric psychiatry unit for mentally impaired elderly residents, a 120-bed adult tertiary care unit for adult psychiatry rehabilitation, assessment and treatment, clinical support services, a town centre meeting area, new material management building and a new administration building.

✧ Alberta Infrastructure organized, in conjunction with Alberta Health and Wellness, the Calgary Health Region and the Capital Health Authority, a workshop to update the capital program processes for the two health regions. Recommendations to change the delegation of responsibility and accountability framework and a call for earlier planning and block funding were discussed. The workshop proved so successful that a similar process will be considered with the other health authorities.

✧ Long-term capital plans covering 70 per cent of the health facilities were received from 8 health authorities. These plans enable better overall planning and management of capital facilities by indicating the priorities, the anticipated level of funding required and the estimated operating costs of future projects.

Seniors' Lodges

✧ The department has revised the target for completion of all 121 seniors' lodges to 2004. During 2001-02, upgrading was completed on 12 lodges, bringing the total completed to date to 103. In this reporting period four projects were re-evaluated by local lodge foundations resulting in changes to the project scope. As a result the scope changes impacted the project completion dates for four projects and extended them into the next fiscal year.

Key projects done in 2001-02 included:

- the Virginia Park Lodge in Edmonton which was completed in November 2001 for a total cost of $0.8 million;
- the Bow Valley 1100 Lodge in Calgary which was completed in January 2002 for a total cost of $1.2 million; and
- the Pines Lodge in Red Deer which was completed in March 2002 for a total cost of $2.3 million.

GOAL 3: INCREASE THE EFFECTIVENESS AND EFFICIENCY OF CENTRAL GOVERNMENT SERVICES

Directly supports Government Business Plan Goal 11
"Alberta will have effective and efficient infrastructure."

This goal focuses on supporting the infrastructure needs of all government ministries for central services in a fiscally responsible way. Central government services are provided more efficiently through the co-ordination of accommodations and property services, tendering, procurement, vehicle and air transportation services.

Objective:

Ensure effective planning and management of government facilities

- In conjunction with other government ministries, approximately 300 accommodation projects were managed through either the planning or implementation stages. The most cost-effective methods were applied and regional requirements were taken into account. For example: nine scheduled projects under the multi-year Edmonton Plan were completed this fiscal year. That brings the number to 17 completed out of 22 total in the plan.

- Approximately 200 capital tenant improvement projects, totaling $14.6 million were completed in government-owned and leased facilities in 2001-02.

- In a successful effort to generate revenue from property that would no longer be required for program use, property amounting to $36 million was sold in 2001-02. This brings the revenue to a total of $71 million in the second year of the three-year plan.

- The department continued to participate in a benchmarking survey with other government jurisdictions and the private sector to compare building operating costs. Indicators show that operating costs for government owned and operated office buildings consistently fall below the industry average (see performance measure.)

Objective:
Manage safe, reliable and cost-effective government transportation services

- Alberta Infrastructure continued to oversee the lease contract for the government light-duty vehicle fleet and manage the executive vehicle fleet. The numbers of leases held during 2001-02 were 1,693. An additional 1,472 light-duty vehicles continued to be owned by the ministry for a total of 3,165 vehicles managed by Alberta Infrastructure.

- Air Transportation Services was again pleased to maintain a zero accident rate for flights. During the year there were a total of 1,702 flights allocated according to established priorities. Only one departure was delayed longer than fifteen minutes due to a mechanical issue.

Objective:
Provide efficient, cost-effective and timely procurement services to other government ministries

- Alberta Infrastructure, in collaboration with the federal government and local municipal governments, conducted numerous "Selling to Government Seminars" in locations around the province. These seminars were aimed at providing the Alberta private sector with information and guidance on the tendering processes of all three levels of government. To facilitate the marketing of their goods and services to the Alberta public sector, approximately 600 seminar participants were also provided with key government contact information.

- Jointly with Alberta International and Intergovernmental Relations, the ministry participated in the trade show of the annual Alberta Urban Municipalities Association conference. This provided an opportunity to speak with elected municipal officials regarding the province's procurement obligations under Canada's Agreement on Internal Trade (AIT). Many delegates took the opportunity to discuss purchasing initiatives in their region and ask questions on procurement provisions of the AIT. The ministry was successful in communicating the key elements of the AIT related to the MASH (Municipalities, Academia, Schools and Hospitals) sector resulting in a further strengthening of the relationship between municipal procurement officials and Alberta Infrastructure.

- The Ministry responded to a number of complaints related to Canada's Agreement on Internal Trade. All complaints were resolved either through procedural changes to tendering practices within Alberta's public sector or in other Canadian jurisdictions resulting in a fair and competitive opportunity for Alberta companies to supply goods and services to the government market.

GOAL 4: CREATE A VALUE-ADDED ORGANIZATION

Indirectly supports Government Business Plan Goal 8
"Our workforce will be skilled and productive."

Alberta Infrastructure is committed to continuous improvement in strengthening the organization through employee health and wellness initiatives, succession planning, and building teamwork with its partners. Our aim is to continue to build a knowledgeable and competent workforce and improve services.

Objective:
Build and maintain a workforce that can meet or exceed the challenges outlined in the business plan and support overall government goals and programs

- ✧ In partnership with Alberta Transportation, an Employee Orientation Program for new staff was launched in June 2001 to ensure a responsive workplace now and in the future. The program provides basic workplace information for all new employees through an on-site team and a web site. The orientation covers information on the ministry's organization, goals and business plan and their accountabilities. Also included is information on employee benefits and the Occupational Health and Safety program.

- ✧ During 2001-02, ministry staff continued to work with other ministries to share our expertise, knowledge and assistance in order to support government priorities. Examples of such initiatives include:
  - with Transportation on the Capital Planning Initiative which supports effective decision making for funding of all infrastructure;
  - with Energy in developing a regulation to the *Natural Gas Price Protection Act* to establish the process for a new energy rebate program if required in the event of high-energy prices in the future;
  - with Children's Services on the continued implementation of Children's Services offices throughout the province; and
  - with Learning to obtain space for the Student Health Initiative.

Objective:
Update the ministry's Human Resource Plan

- The ministry's human resource plan, *Putting People First*, reflects the support provided to ministry staff in successfully achieving the business plan goals. This new plan included initiatives such as succession planning and measuring the ministry's success in achieving goals aimed at employee versatility, well-being, competence and commitment. The plan was built on the existing Corporate Human Resource Plan and the Corporate Human Resource Development Strategy. It prioritized human resources initiatives and focused on strategies to rejuvenate the workforce.

- The development of the Leadership Continuity Strategy was completed in June 2001 to identify positions within the ministry that are deemed vulnerable due to an aging workforce and early retirements. In addition, a Competency Model for all management classifications was completed in October 2001. This was part of a larger framework to build leadership expertise, to manage change and to prepare for the future.

- A second annual employee work climate survey was conducted in October 2001. The survey indicated there had been increased communication around both the ministry and work group business plans. More training and development support was also noted.

- To enhance the physical and mental well-being of staff through active living and positive working relationships, the Wellness at Work teams provided numerous participation opportunities for staff. Activities across the province included flu shots, blood pressure and blood donor clinics, fitness classes, walking programs, and a variety of sports and social events.

- The joint Infrastructure/Transportation Rewards and Recognition Program introduced four new employee award programs in 2001, Team Works, Innovation, Acclaim and Bright Ideas. The Team Works award provides recognition for "project teams". The Innovation award highlights employees or teams who create or adapt a process, technique, product or service that yields measurable results in terms of efficiency, effectiveness or improved service. The Acclaim award is a tool to acknowledge staff demonstrating service excellence above the requirements of their job. The Bright Ideas award identifies employees or teams that bring forward an idea that could provide cost savings; streamlined processes; increased efficiency or an enhanced working environment through safety, staff effectiveness or improved customer service.

Objective:
Provide top-quality programs and services to clients

- To fulfil the ministry's mandate to provide the best possible service to customers, Alberta Infrastructure conducted a second client satisfaction survey for the 2001 calendar year. The results and the methodology used to undertake the survey are included in the performance measures section of this annual report.

Report Of The Auditor General On The Results Of Applying Specified Auditing Procedures To Performance Measures

To the Members of the Legislative Assembly

I have performed the following procedures in connection with the Ministry of Infrastructure's performance measures included in the *2001-2002 Annual Report of the Ministry of Infrastructure* as presented on pages 40 to 55.

1. Information obtained from an independent source was agreed with the information supplied by the stated source. Information provided internally was agreed to the reports from the systems used to develop the information.

2. The calculations that converted source information into reported measures were tested.

3. The appropriateness of the description of each measure's methodology was assessed.

As a result of applying the above procedures, I found no exceptions. However, these procedures do not constitute an audit, and therefore I express no opinion on the performance measures included in the *2001-2002 Annual Report of the Ministry of Infrastructure.*

Fred J. Dunn CA
Auditor General

Edmonton, Alberta
August 9, 2002

Performance Measures

GOAL 1: ENHANCE INFRASTRUCTURE PLANNING AND MANAGEMENT

Physical Condition of Ministry-Owned and Operated Facilities

Alberta Infrastructure monitors the physical condition of facilities in order to identify and undertake needed improvements to facilities and to plan for future upgrades. Physical condition is a key factor in decisions to reconstruct, rehabilitate, maintain or dispose of facilities.

This is a new measure that was developed in response to recommendations resulting from the Capital Planning Initiative (CPI). Physical condition is one of the three core measures the CPI recommends be used for all types of government-owned and supported infrastructure.

This measure is the percentage of ministry-owned and operated facilities that meet an acceptable condition rating, using condition data as of March 31, 2002.

Results

The percentage of buildings that were found to be in acceptable condition is 97 per cent, which met the target established for the 2001-04 Business Plan. Of the 97 per cent of the total building area in acceptable condition, 55 per cent were in good condition, 42 per cent were in fair condition, and 3 per cent were in poor condition.

About the Results

Acceptable condition is defined as *fair* (requires ongoing upgrading and maintenance, as systems and components are nearing the end of their life cycle) or *good* (expected to remain serviceable for some time with only average maintenance). The ratings of good, fair or poor are established using a nine-point scale and based on condition surveys of facilities over 1000 gross square metres which are owned and operated by the ministry. The rating scale defines 1 as being in critical condition (e.g. unacceptable or unsafe condition) and 9 as being in excellent condition (e.g. as-new condition). Buildings rated at 5 or 6 are rated as being in fair condition, and buildings rated 7 and above are in good condition. Those rated as fair and good are deemed to be in acceptable condition for the purposes of this measure.

The condition surveys are undertaken by in-house staff and consultants using a comprehensive checklist of building systems and components. Based on the survey results, a rating is established for the building. As this measure is based on the percentage of facilities in acceptable condition, the average replacement value of $1650 per square metre was established. The buildings in acceptable condition are converted to replacement value and that amount is divided by the total replacement value of all buildings.

There are instances where facilities are owned by the government; however, they are being leased and are operated by others. Those facilities are excluded from this measure.

During 2001-02, the ministry commenced a detailed analysis of the performance measures for all types of owned and supported building infrastructure. The intent of this review is to develop consistent methodologies for all types of building infrastructure to enable consistent and easily understandable results. This includes schools, post-secondary institutions, health facilities and government offices and other buildings. For the next business planning period, the new measures will be developed.

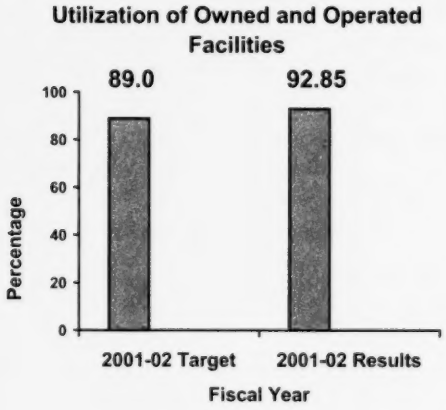
GOAL 1: ENHANCE INFRASTRUCTURE PLANNING AND MANAGEMENT (CONTINUED)

Utilization of Ministry-Owned and Operated Facilities

Utilization of ministry-owned and operated facilities is monitored on an ongoing basis to ensure that the best possible use of space is made. As with the building condition performance measure, this is a new measure resulting from the recommendations of the Capital Planning Initiative. Under the CPI, the intention of the utilization measure is to determine the number of facilities that are well utilized. Significant over utilization or under utilization may indicate the need to construct, reconstruct, or dispose of facilities.

This measure indicates the percentage of ministry owned and operated buildings that are considered to be within targeted capacity for utilization.

Results



92.85 per cent of ministry owned and operated facilities are within the targeted utilization rate, exceeding the 2001-04 Business Plan target by 3.85 per cent.

About the Results

The utilization rate is the ratio of space allocated for required programs to total usable space. It measures facilities that are over 1000 gross square metres and includes space used by quasi-government organizations that provide programs and services to communities and the public. Facilities that have a utilization rate between 75 and 100 per cent are considered to be within targeted capacity.

Data for this measure is obtained from an internal database of all government owned facilities over 1000 square metres. Exclusions for the purposes of this measure include:

- all government-owned hospital buildings which are operated by regional health authorities and are being actively used as a hospital facility;
- all government owned facilities on a long-term lease (25 to 40 year leases) where the Ministry of Infrastructure is not responsible for the maintenance; and
- all buildings targeted for sale or disposal in the reporting year.

Using the remaining building inventory, all proposed building renovations, changes or actions scheduled for 2001-02 were identified.

All facilities over 1000 square metres (excepting exclusions noted above) are rated as "fair, under or over" based on individual building occupancy rates. A facility is rated as "fair" if it has a utilization rate of 75-100 per cent. Utilization under 75 per cent is rated as "under" and anything over 100 per cent is given a rating of "over." The total square metres of each facility is converted to a dollar value based on a standard replacement cost of $1650 per square metre. To determine the percentage, the accumulated dollar value of all facilities identified as "fair" is divided by the dollar value of the entire inventory. This allows Alberta Infrastructure to provide a comparative value for each category and convert that value to a utilization percentage of the entire inventory.

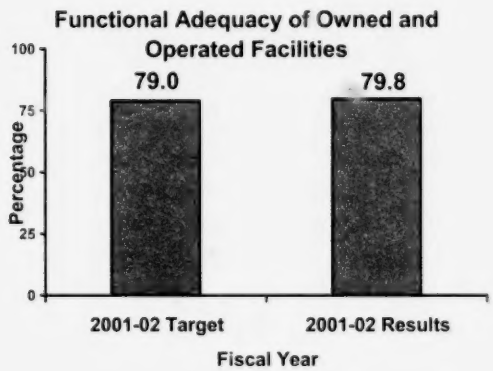
Goal 1: ENHANCE INFRASTRUCTURE PLANNING AND MANAGEMENT (CONTINUED)

Functional Adequacy of Ministry-Owned and Operated Facilities

In order to provide effective and efficient planning and management of building infrastructure, Alberta Infrastructure monitors the functional adequacy of ministry owned and operated facilities. Functional adequacy is a key factor considered in capital decision making. This measure is defined as the percentage of ministry-owned and operated facilities over 1000 gross square metres that provide functional service.

This measure, as well as the measures for building condition and functionality, was developed as a result of recommendations from the Capital Planning Initiative. Under the CPI, it is acknowledged that a facility may be in good physical condition with sufficient available capacity to meet demand, but poor physical layout or inefficient design may reduce operational usefulness or efficiency.

Results



The percentage of buildings that were found to be functionally adequate is 79.8 per cent. This exceeds our 2001-04 Business Plan target by 0.8 per cent.

About the Results

Facilities that meet current or anticipated functional program requirements are rated as acceptable. Functional adequacy takes into account the capacity to support the delivery of programs and to accommodate them, as well as the suitability of the location. Assessment of functional adequacy of a building, as a whole, is based on general criteria and the knowledge and discretion of Alberta Infrastructure staff in consultation with program departments.

Data for this measure is obtained from an internal database of all ministry-owned facilities over 1000 square metres. The same data and exclusions apply for this measure as for the utilization measure.

Based on evaluations of skilled professionals, each facility over 1000 square metres is given a functionality rating of "acceptable" or "unacceptable." The total square metres of each facility is then converted to a dollar value based on a standard replacement cost of $1650 per square metre. To determine the percentage, the accumulated dollar value of all facilities identified as "acceptable" is divided by the dollar value of the entire inventory. This allows Alberta Infrastructure to provide a comparative value for each category and convert that value to a functionality percentage of the entire inventory.

GOAL 2: WORK WITH PARTNERS TO PROVIDE QUALITY BUILDING INFRASTRUCTURE

Seniors' Lodge Upgrading Projects Completed (total 121)

This measure shows the progress of the Seniors' Lodge Upgrading Program where a total of 121 upgrades are to be completed.

Results

Number of Completed Lodge Upgrading Projects

	1999-00	2000-01	2001-02
Results	78	91	103
Target	75	90	107

This year, the ministry completed the upgrading on an additional 12 lodges. Of the 121 lodges scheduled for upgrading under the Lodge Upgrading Program, 103 are now complete.

About the Results

Projects are considered complete when letters of interim acceptance are provided to the contractor, or once the final grant payment is issued to the lodge foundation. These are then added to the previous years' total for a cumulative result.

The ministry works closely with the seniors' lodge foundations to manage these lodge upgrading projects. During this reporting period four projects were re-evaluated by local lodge foundations resulting in changes to the project scope. These scope changes meant the project completion dates for four projects were extended into the next fiscal year.

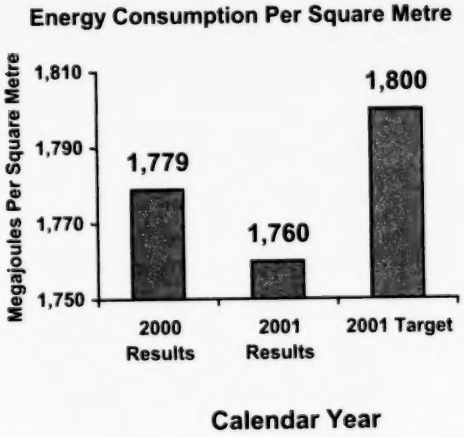
Local-level decision making is key to ensuring that the lodge upgrades meet the needs of the lodge residents. Even though the ministry target was not achieved for this fiscal year, these scope changes will result in more successful projects that will meet local needs.

GOAL 3: INCREASE THE EFFECTIVENESS AND EFFICIENCY OF CENTRAL GOVERNMENT SERVICES

Energy Consumption Per Square Metre

This measure shows the average energy consumption in megajoules per square metre for owned and operated facilities over a 12-month period ending December 31, 2001. It is an indicator of how efficiently energy (natural gas and electricity) is being used by the facilities.

Results



The energy consumption in owned and operated facilities is 1,760 megajoules per square metre, well below the 2001-04 Business Plan target of 1800 megajoules per square metre. For comparison purposes, the results for calendar year 2000 were 1,779 megajoules per square metre. Previous years were monitored on a fiscal year basis, with the results for 1998-99 at 1,845 megajoules and 1999-00 at 1,813 megajoules. The consistent decrease in energy consumption over the past few years can be attributed primarily to the energy retrofit program being undertaken by the ministry.

About the Results

The ministry uses the Energy Consumption Reporting System to electronically track and measure annual power and gas consumption for all owned and operated buildings using the Building Energy Performance Index (BEPI). To calculate the BEPI, the total annual energy consumption for each building is converted to megajoules and divided by the building's area in gross square metres. The measure is an average based on total annual consumption for all buildings divided by total gross square metres.

To minimize distortion in the results due to changing climate conditions, the total gas consumption is adjusted for weather variances using a factor based on monthly actual temperatures relative to normal temperatures. This adjustment allows for a more accurate comparison of energy consumption on an annual basis.

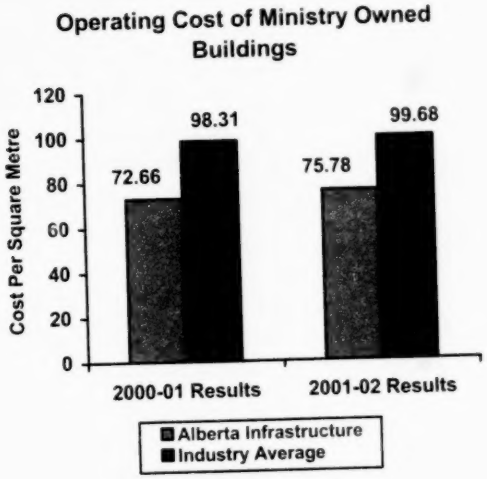
Annual power consumption data for this measure was obtained directly from the electricity retailer, reviewed by the ministry and adjusted for errors or omissions. Natural gas data was entered into the Energy Consumption Reporting System from individual invoices received from the gas retailers. Weather data used to make adjustments for climate variations is obtained from Environment Canada.

GOAL 3: INCREASE THE EFFECTIVENESS AND EFFICIENCY OF CENTRAL GOVERNMENT SERVICES (CONTINUED)

Operating Cost Per Square Metre

This measure compares the average annual operating cost per square metre of all owned and operated office facilities to the industry standard. It provides a benchmark that allows the ministry to determine whether our buildings are operating efficiently. Operating costs include routine maintenance, utilities, caretaking, administration, insurance and taxes.

Results



The average operating cost per square metre of all office buildings owned and operated by Alberta Infrastructure is $75.78 as compared to the industry standard of $99.68. As this measure was being re-evaluated when the 2001-02 Business Plan was prepared, no target was established for 2001-02. Since then the ministry has established that the target for the ministry operating cost will be less than the industry average. As noted in the above chart, the operating cost has increased slightly from the prior year. This can be attributed in part to the overall increase in energy costs and inflation.

About the Results

The methodology used to calculate the measure is based on a national benchmarks survey of facilities management practices in office buildings conducted by Facility Management Development Company Inc. (FMDC). Operating costs are calculated for each office building and divided by the building's area in rentable square metres. Rentable metres exclude the basement, vertical penetrations, external walls and interior parking. The measure reflects the average costs per square metre for all office buildings.

The industry standard is determined from the results of a national bi-annual FMDC Benchmarks survey. For those years in which no survey is done, the results from the previous year will be used and adjusted for inflation.

Alberta Infrastructure strives to keep the operating costs of buildings to a minimum; however there are some costs that cannot be controlled, for example, rising energy prices and increases due to inflation.

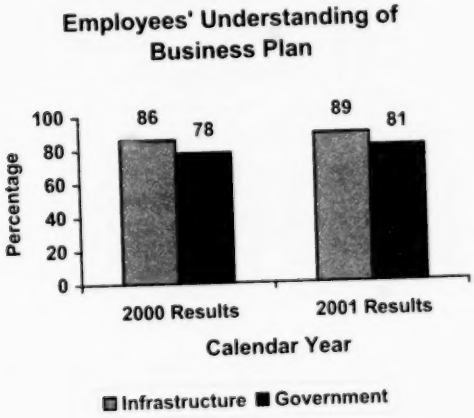
GOAL 4: CREATE A VALUE-ADDED ORGANIZATION

Employees' Understanding of the Business Plan

Creating an organization where employees understand how their work contributes to the overall workings of government is important to the culture within Alberta Infrastructure. Understanding the business plan is key to understanding the role each branch and employee have in supporting the government to operate in an efficient and effective manner.

This is a new measure that compares the percentage of Alberta Infrastructure employees who understand how their work contributes to the ministry's business plan to the percentage of Alberta Government employees. As this is the first year of reporting for this measure, the 2001-04 Business Plan stated that the target was to be determined; therefore, no comparison of the results to the target is provided.

Results



For calendar year 2001, 89 per cent of Alberta Infrastructure employees understand how their work contributes to the ministry's business plan as compared to 81 per cent of government employees overall. The results, on average, are accurate to ± 5.0 per cent at the 95 per cent confidence level. The survey was conducted between October 29, 2001 and December 13, 2001 with 261 Alberta Infrastructure employees participating.

About the Results

Using the annual government-wide Core Measures Survey, randomly selected government employees from all ministries, including Alberta Infrastructure, were asked a number of questions regarding employment within the public service. The results were then calculated for all of government and for each ministry.

The survey respondents used a five-point scale to answer specific questions. Respondents were asked whether they: strongly agree; somewhat agree; neither agree or disagree; somewhat disagree; or strongly disagree. The option of responding "don't know" was also provided. Where no response was given the result was shown as "not stated." To determine the results for this measure, the percentages for strongly agree and somewhat agree were combined.

To ensure confidentiality of the individual results, the survey was conducted and results compiled by an independent consulting firm on behalf of the Government of Alberta.

Results of the survey undertaken in 2001 show an improvement in employees understanding the relationship between their work and the goals of the ministry.

Strategic planning sessions were used to help communicate the goals of the organization to staff and how they fit into the overall government priorities. Also, a new performance management system was created to aid employees in developing individual goals which support the ministry business plan. These and other initiatives contributed to the success of this measure. Alberta Infrastructure will continue to work towards having all employees understand how they fit in to the business plan.

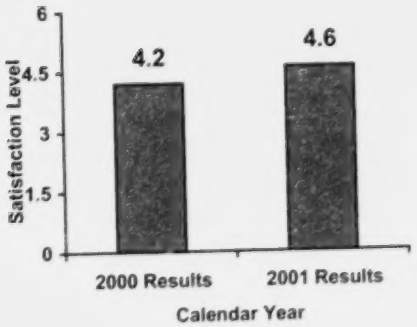
GOAL 4: CREATE A VALUE-ADDED ORGANIZATION (CONTINUED)

Client Satisfaction Survey

In an effort to ensure that we meet the priority needs of Albertans to the best of our ability, Alberta Infrastructure conducts an annual Client Satisfaction Survey that measures the satisfaction of clients with services provided by the department. The results of this survey allow the department to develop ways to improve service delivery.

Results

Client Satisfaction Survey



The results of the survey show that Alberta Infrastructure's clients had an overall satisfaction rating of 4.6 on a six-point scale with the services provided by ministry staff. The survey was conducted in January of 2002 and clients were asked to rate those services provided during the 2001 calendar year. 154 surveys were completed out of a total of 419 for a response rate of 36.8 per cent. The results are accurate, on average, to within $\pm$ 0.35 per cent, 19 times out of 20.

About the Results

In 2000, the survey results were combined for the then Ministry of Infrastructure at 4.4. After the reorganization of Infrastructure into the Ministries of Infrastructure and Transportation, the results were separated according to the service areas for each new ministry. For the new Ministry of Infrastructure, the result was 4.2.

Due to the organizational changes that occurred during the reporting period, no target was established until the 2003-06 business plan cycle.

To ensure confidentiality of the responses, the survey was conducted by, and results tabulated by, an independent consultant on behalf of the ministry.

The survey asked direct clients (organizations interacting directly with Alberta Infrastructure staff) to rate their satisfaction with the services provided by the ministry on a six-point scale, where one is very unsatisfied and six is very satisfied. The survey asked them to rate their level of satisfaction on 8 key service areas for:

- Clarity of written materials
- Ease of access to information
- Ease of access to services
- Consistency of services
- Timeliness of service delivery
- Proficiency of staff
- Courtesy of staff
- Overall quality of service

Alberta Infrastructure consistently scored high for the proficiency and courtesy of its staff. This shows the value that ministry staff place on providing quality service to our clients.

A number of new initiatives were undertaken or commenced aimed at improving client satisfaction. Enhanced communication efforts include the review and redevelopment of the ministry's web site to allow clients to more easily access department services and programs.

The new web site will be implemented in 2002-03. In the addition, new strategies to improve services were included in the 2002-05 Business Plan, such as the development of standardized contracting guidelines with stakeholder input, review of regulations, policies and project management services and development of best practices for governing contracting activities for supported infrastructure.

Ministry Expense by Core Business
Infrastructure
(thousands of dollars)

	2001-02 Budget	2001-02 Actual	2000-01 Actual
EXPENSE			
Core Business			
Government Facilities	313,727	314,789	269,772
Municipal and Other Infrastructure	2,448,183	1,751,644	1,397,110
Central Services	18,400	17,744	20,680
MINISTRY EXPENSE	2,780,310	2,084,177	1,687,562
CAPITAL INVESTMENT			
Core Business			
Government Facilities	50,530	30,822	25,910
Central Services	1,500	1,231	2,180
MINISTRY CAPITAL INVESTMENT	52,030	32,053	28,090

Financial Information

FINANCIAL ANALYSIS

In 2001-02, Alberta Infrastructure received $2.832 billion in budget approval.

In October 2001, as part of the Alberta Government's fiscal and economic update, the Ministry was asked to reduce the budget in response to the global economic slowdown. For 2001-02, Infrastructure's budget was reduced to a revised budget target of $2.117 billion. The Ministry incurred just over $2.116 billion in total expenditures in 2001-02, about $0.9 million lower than the revised target.

In view of the changes which took place last year, Infrastructure has met the revised 2001-02 financial targets approved for the Ministry.

As part of its economic adjustment last October, Infrastructure deferred $445 million in funding for capital programs. This resulted in a delay of 34 capital projects, including:

- health facility projects ($287 million)
- school projects ($92 million)
- post-secondary projects ($17 million)
- Alberta centennial projects ($35 million)
- government facility and land projects ($14 million)

These deferred projects were ranked according to building health and safety factors; how essential they were to program delivery; whether they were necessary to preserve or enhance the operational efficiency of the facility; whether they have potential economic benefits; and the extent of commitments already made.

The delays affect projects for which construction contracts have not been signed, where not all of the funds have been advanced, or where major projects can be staged. Despite the decision to defer 34 capital projects, more than 1,100 capital projects proceeded uninterrupted during 2001-02. Once additional funds can be made available, the deferred projects will be reinstated.

The Alberta Government introduced the Energy Rebate Program to assist Alberta residential, commercial, and farm consumers of natural gas, propane, fuel oil and electricity. This program, administered by Alberta Infrastructure, was estimated to cost $1.5 billion, $914 million in 2000-01 and $598 million in 2001-02. The funding approved for 2001-02 was for the continuation of the program to address anticipated increases in energy prices, and for the commencement of the Natural Gas Shielding Program in July 2001 should there be a requirement. Due to favorable energy prices experienced last year, over $396 million was lapsed in this program.

Infrastructure was also given approval to increase spending for those programs that have offsetting increases in revenues from external parties - Seniors' Lodges, Property Operations, and Swan Hills Treatment Plant. The balance of the variance represents priority spending made to various programs within the Ministry.

MINISTRY OF INFRASTRUCTURE

FINANCIAL STATEMENTS

Year ended March 31, 2002

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STATEMENT OF OPERATIONS

STATEMENT OF FINANCIAL POSITION

STATEMENT OF CHANGES IN FINANCIAL POSITION

NOTES TO THE FINANCIAL STATEMENTS

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Schedule 2	Dedicated Revenue Initiatives
Schedule 3	Expenses – Directly Incurred Detailed by Object
Schedule 4	Budget
Schedule 5	Comparison of Expenses – Directly Incurred and Capital Investments by Element to Authorized Budget
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Schedule 7	Related Party Transactions
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MINISTRY OF INFRASTRUCTURE

AUDITOR GENERAL *Alberta*

AUDITOR'S REPORT

To the Members of the Legislative Assembly

I have audited the statement of financial position of the Ministry of Infrastructure as at March 31, 2002 and the statements of operations and changes in financial position for the year then ended. These financial statements are the responsibility of the Ministry's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

The Ministry is required to follow the corporate government accounting policies and reporting practices established by Alberta Finance, including the following policy that is an exception from Canadian generally accepted accounting principles. The Ministry reports the costs of site restoration in the period in which the restoration work is performed rather than in the periods in which the liabilities arise. In my opinion, the Ministry should estimate the cost and record the liability for sites that do not meet the acceptable contractual or environmental standards. The estimate of the liability should be refined each year, as the extent of required restoration work becomes known. The effect of this departure from Canadian generally accepted accounting principles is significant.

In my opinion, except for the effects of the matter discussed in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the Ministry of Infrastructure as at March 31, 2002 and the results of its operations and the changes in its financial position for the year then ended in accordance with Canadian generally accepted accounting principles.

Fred J. Dunn CA
Auditor General

Edmonton, Alberta
May 23, 2002

MINISTRY OF INFRASTRUCTURE

STATEMENT OF OPERATIONS

Year ended March 31, 2002

(in thousands)

	2002		2001
	Budget (Schedule 4)	Actual	Actual (Restated - Note 3)
Revenues (Schedules 1 and 2)			
Transfer from Lottery Fund	$ 345,000	$ 345,000	$ 260,000
Fees, Permits and Licenses	2,000	2,668	2,533
Investment Income	4,300	7,422	5,529
Other Revenue			
Refunds of Expenditures	5,570	46,608	3,857
Other Revenue	19,590	48,054	27,328
	376,460	449,752	299,247
Expenses - Directly Incurred (Note 2b and Schedule 8)			
Voted (Schedules 3 and 5)			
Ministry Support Services	15,364	17,682	15,351
Construction, Upgrading and Operation of Infrastructure	2,749,970	2,052,685	1,654,122
Cross Government Services	14,876	14,208	17,609
	2,780,210	2,084,575	1,687,082
Valuation Adjustments			
Increase (Decrease) in Provision for Doubtful Accounts	100	164	(313)
Increase (Decrease) in Provision for Vacation Pay	-	(562)	793
	100	(398)	480
	2,780,310	2,084,177	1,687,562
Gain on Disposal of Capital Assets	-	(17,152)	(10,619)
Net Operating Results	$ (2,403,850)	$ (1,617,273)	$ (1,377,696)

The accompanying notes and schedules are part of these financial statements.

MINISTRY OF INFRASTRUCTURE

STATEMENT OF FINANCIAL POSITION

As at March 31, 2002

(in thousands)

	2002	2001 (Restated - Note 3)
ASSETS		
Cash	$ 1,086	$ 1,374
Accounts Receivable (Note 5)	16,183	14,663
Loans and Advances (Note 6)	726	958
Inventories (Note 7)	2,333	3,798
Capital Assets (Note 8)	1,443,751	1,489,639
	$ 1,464,079	$ 1,510,432
LIABILITIES		
Accounts Payable and Accrued Liabilities	$ 83,230	$ 266,040
Holdbacks Payable	3,141	2,316
Deferred Capital Contributions	-	1,090
Unearned Revenues	2,093	2,623
	88,464	272,069
NET ASSETS		
Net Assets at Beginning of Year	1,238,363	1,495,525
Net Operating Results	(1,617,273)	(1,377,696)
Net Transfer from General Revenues	1,754,525	1,120,534
Net Assets at End of Year	1,375,615	1,238,363
	$ 1,464,079	$ 1,510,432

The accompanying notes and schedules are part of these financial statements.

MINISTRY OF INFRASTRUCTURE

STATEMENT OF CHANGES IN FINANCIAL POSITION

Year ended March 31, 2002

	(in thousands) 2002	2001 (Restated - Note 3)
Operating Transactions		
Net Operating Results	$ (1,617,273)	$ (1,377,696)
Non-cash Items:		
Amortization	39,519	43,381
Amortization of Deferred Capital Contributions	-	(1,814)
Gain on Disposal of Capital Assets	(17,152)	(10,619)
Non-Cash Adjustment	(160)	(6,296)
Grants in Kind	-	660
Consumption of Inventories	2,809	1,542
Valuation Adjustments	(398)	480
	(1,592,655)	(1,350,362)
(Increase) in Accounts Receivable	(1,684)	(3,328)
Decrease in Loans and Advances	232	275
Increase (Decrease) in Accounts Payable and Accrued Liabilities	(182,248)	225,359
Increase (Decrease) in Holdbacks Payable	825	(700)
Increase (Decrease) in Unearned Revenue	(530)	2,169
Cash (Used) by Operating Transactions	(1,776,060)	(1,126,587)
Investing Transactions		
Purchase of Capital Assets (Schedule 5)	(28,770)	(25,937)
Purchase of Inventories (Schedule 5)	(3,283)	(2,153)
Transfer of Assets to Other Government Entities (Schedule 7)	17,246	-
Proceeds from Disposal of Capital Assets	36,054	35,054
Cash Provided by Investing Transactions	21,247	6,964
Financing Transactions		
Net Transfer from General Revenues	1,754,525	1,120,534
Net Cash Provided (Used)	(288)	911
Cash, Beginning of Year	1,374	463
Cash, End of Year	$ 1,086	$ 1,374

The accompanying notes and schedules are part of these financial statements.

MINISTRY OF INFRASTRUCTURE

NOTES TO THE FINANCIAL STATEMENTS

Year ended March 31, 2002

NOTE 1 AUTHORITY AND PURPOSE

The Ministry of Infrastructure operates under the authority of the Government Organization Act, Chapter G-10, Revised Statutes of Alberta 2000.

The Minister is responsible for:

- providing funding and management for the construction, upgrading and maintenance of facilities required for the delivery of quality healthcare, education, and senior citizen's care;
- providing cross-government real estate services for office accommodation and other facilities; and
- providing air transportation, automobiles and light vehicles, and procurement services for government.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

These financial statements are prepared in accordance with the following accounting policies that have been established by government for all ministries. The recommendations of the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants are the primary source for the disclosed basis of accounting. Recommendations of the Accounting Standards Board of the Canadian Institute of Chartered Accountants, other authoritative pronouncements, accounting literature, and published financial statements relating to either the public sector or analogous situations in the private sector are used to supplement the recommendations of the Public Sector Accounting Board where it is considered appropriate.

(a) Reporting Entity

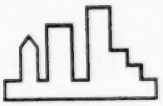
The reporting entity is the Ministry of Infrastructure which consists of the Department of Infrastructure for which the Minister of Infrastructure is accountable.

All departments of the Government of Alberta operate within the General Revenue Fund (the Fund). The Fund is administered by the Minister of Finance. All cash receipts of departments are deposited into the Fund and all cash disbursements made by departments are paid from the Fund. Net transfer to/from General Revenues is the difference between all cash receipts and all cash disbursements made.

(b) Basis of Financial Reporting

Revenues

All revenues are reported on the accrual method of accounting. Cash received for which goods or services have not been provided by year end is recorded as unearned revenue.



MINISTRY OF INFRASTRUCTURE

NOTES TO THE FINANCIAL STATEMENTS

Year ended March 31, 2002

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES (continued)

Internal Government Transfers

Internal government transfers are transfers between entities within the government reporting entity where the entity making the transfer does not receive any goods or services directly in return.

Dedicated Revenue

Dedicated revenue initiatives provide a basis for authorizing spending. Dedicated revenues must be shown as credits or recoveries in the details of the Government Estimates for a supply vote. If actual dedicated revenues are less than budget and total voted expenses are not reduced by an amount sufficient to cover the deficiency in dedicated revenues, the following year's voted expenses are encumbered. If actual dedicated revenues exceed budget, the Ministry may, with the approval of the Treasury Board, use the excess revenue to fund additional expenses on the program. Schedule 2 discloses information on the Ministry's dedicated revenue initiatives.

Expenses

Directly Incurred

Directly incurred expenses are those costs the Ministry has primary responsibility and accountability for, as reflected in the Government's budget documents.

Directly incurred expenses include:

- amortization of capital assets.
- pension costs which comprise the cost of employer contributions for current service of employees during the year.
- valuation adjustments which include changes in the valuation allowances used to reflect financial assets at their net recoverable or other appropriate value. Valuation adjustments also represent the change in management's estimate of future payments arising from obligations relating to vacation pay, guarantees and indemnities.
- government transfers which are transfers of money to an individual, an organization or another government for which the Ministry does not receive any goods or services directly in return. They are often referred to as grants. Expenses are recognized as follows:
  - entitlements, which are non-discretionary because the amounts and recipients are prescribed, are recognized when eligibility occurs;
  - transfers under shared cost agreements, which are reimbursements of eligible expenditures, are recognized when the expenditures occur; and
  - grants, which are transfers made at the discretion of government, are recognized when payment is authorized.

MINISTRY OF INFRASTRUCTURE

NOTES TO THE FINANCIAL STATEMENTS

Year ended March 31, 2002

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES (continued)

Incurred by Others

Services contributed by other entities in support of the Ministry operations are disclosed in Schedule 8.

Assets

Financial assets of the Ministry are limited to financial claims, such as advances to and receivables from other organizations, employees and other individuals.

Inventories of aircraft parts and supplies are valued at the lower of cost or replacement cost.

Assets acquired by right are not included. Capital assets of the Ministry are recorded at historical cost and amortized on a straight-line basis over the estimated useful lives of the assets. The threshold for capitalizing new systems development is $100,000 and the threshold for all other capital assets is $15,000. All land is capitalized.

Capital assets of the Ministry include work in progress for buildings and computer hardware and software. These costs are capitalized but not amortized until the asset is in service.

Donated capital assets are recorded at their fair value at the time of contribution.

When physical assets (capital assets and inventories) are gifted or sold for a nominal sum to parties external to the government reporting entity, the fair values of these physical assets, less any nominal proceeds, are recorded as grants in kind.

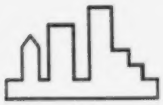
Liabilities

Liabilities represent all financial claims payable by the Ministry at fiscal year end.

Deferred Capital Contribution

In 1995, two CL215 water bomber aircraft were acquired from the Government of Canada for one dollar each. The fair value of these aircraft was capitalized with an offset recorded as deferred capital contributions. Under the terms of an agreement of divestiture with the Government of Canada, the aircraft's use was restricted to operating solely for activities related to the fighting of forest fires within Canada until the year 2001 at which point the Province has unrestricted use of the aircraft. Accordingly, the deferred capital contribution was being amortized into income over the restricted period.

On April 1, 2001, the aircraft and the related deferred capital contribution were transferred to the Department of Sustainable Resource Development at net book value.



MINISTRY OF INFRASTRUCTURE

NOTES TO THE FINANCIAL STATEMENTS
Year ended March 31, 2002

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES (continued)

Net Assets/Net Liabilities

Net assets/net liabilities represents the difference between the value of assets held by the Ministry and its liabilities.

Site Restoration

Certain liabilities may exist for site restoration and contamination which may be the responsibility of the Ministry but are not quantified. The potential costs relate to restoring building and other sites to acceptable contractual or environmental standards. Costs for site restoration are recognized in the financial statements when work is undertaken. No annual provision is made for future site restoration.

NOTE 3 GOVERNMENT RESTRUCTURING

As a result of government restructuring announced on March 15, 2001, part of the Ministry's responsibilities were transferred to the newly established Ministry of Transportation:

- the development, construction and maintenance of an integrated transportation system to facilitate the safe and efficient movement of people and products and the economic development of the Province;
- assisting in the provision of municipal water supply and waste water facilities;
- administering and providing funding for the Infrastructure Canada-Alberta Program which funds a wide variety of municipal infrastructure projects; and
- water management.

Comparative numbers for 2001 have been restated as if the Ministry had always been assigned its current responsibilities.

Net assets as previously reported at March 31, 2000	$ 5,081,023
Transfer to the Ministry of Transportation	(3,585,498)
Net assets, as restated at April 1, 2000	$ 1,495,525

MINISTRY OF INFRASTRUCTURE

NOTES TO THE FINANCIAL STATEMENTS

Year ended March 31, 2002

NOTE 4 VALUATION OF FINANCIAL ASSETS AND LIABILITIES

Fair value is the amount of consideration agreed upon in an arm's length transaction between knowledgeable, willing parties who are under no compulsion to act.

The fair values of accounts receivable, advances, accounts payable and accrued liabilities, and unearned revenues are estimated to approximate their book values. Fair values of loans are not reported due to there being no organized financial market for the instruments and it is not practicable within constraints of timeliness or cost to estimate the fair value with sufficient reliability.

NOTE 5 ACCOUNTS RECEIVABLE

(in thousands)

	2002			2001
	Gross Amount	Allowance for Doubtful Accounts	Net Realizable Value	Net Realizable Value
				(Restated - Note 3)
Accounts receivable	$ 14,254	$ 505	$ 13,749	$ 12,289
Refunds from suppliers	2,434	-	2,434	2,374
	$ 16,688	$ 505	$ 16,183	$ 14,663

Accounts receivable are unsecured and non-interest bearing.

NOTE 6 LOANS AND ADVANCES

(in thousands)

	2002			2001
	Gross Amount	Allowance for Doubtful Accounts	Net Realizable Value	Net Realizable Value
				(Restated - Note 3)
Travel advances (1)	$ 22	$ -	$ 22	$ 32
Mortgages receivable (2)	704	-	704	926
	$ 726	$ -	$ 726	$ 958

(1) The Ministry has used funds advanced by Alberta Finance to provide travel advances.

(2) Mortgages receivable are repayable over the next two years as follows: $202 in 2003, $202 in 2004 and $300 upon the approval of certain subdivisions. These mortgages are non-interest bearing and transfer of title is contingent upon final payment being received.

MINISTRY OF INFRASTRUCTURE

NOTES TO THE FINANCIAL STATEMENTS
Year ended March 31, 2002

NOTE 7 INVENTORIES
(in thousands)

Inventories consist of consumables and repair parts for the delivery of programs, waste treatment services, and air transportation services.

	2002	2001 (Restated - Note 3)
Reagents, parts and supplies	$ 1,059	$ 578
Aircraft parts and supplies	1,274	3,220
	$ 2,333	$ 3,798

NOTE 8 CAPITAL ASSETS
(in thousands)

The cost of assets and the related accumulated amortization for the Ministry are summarized below.

		2002			2001
	Estimated Useful Life	Cost (2)	Accumulated Amortization	Net Book Value	Net Book Value (Restated - Note 3)
Land	Indefinite	$ 619,806	$ -	$ 619,806	$ 617,850
Buildings	40 years	1,544,104	749,865	794,239	827,138
Equipment	5-10 years	33,717	22,513	11,204	13,073
Computer hardware and software	3-10 years	8,573	3,537	5,036	2,832
Other (1)	3-40 years	73,673	62,194	11,479	28,705
Land improvements	40 years	2,175	188	1,987	41
		$ 2,282,048	$ 838,297	$ 1,443,751	$ 1,489,639

(1) Includes trailers, leasehold improvements, aircraft, and spare aircraft engines.

(2) Included in the cost of land, buildings, computer hardware and software, is work in progress amounting to $23,534 (2001 - $8,265).

MINISTRY OF INFRASTRUCTURE

NOTES TO THE FINANCIAL STATEMENTS

Year ended March 31, 2002

NOTE 9 SWAN HILLS TREATMENT PLANT

(in thousands)

On December 31, 2000, the buildings and equipment of the Swan Hills Treatment Plant were aquired by the Ministry for $1 from a subsidiary of Bovar Inc. The facility is operated by the Ministry through a contracted operator and results of operations are included in these financial statements.

At March 31, 2002 the assets and liabilities under management of the operator were as follows:

	2002	2001
Assets		
Accounts receivable	$ 2,765	$ 1,808
Chemical and parts inventories	1,059	578
Capital Assets	577	56
	$ 4,401	$ 2,442
Liabilities		
Accounts payable	$ 1,657	$ 1,165
Unearned revenue	1,370	2,110
	$ 3,027	$ 3,275

Net operating results from plant operations for the year (2001 - 3 months) ended March 31 were as follows:

	2002	2001
Revenue [1]	$ 21,128	$ 3,106
Plant expenses before inventory transactions [2]	25,165	5,722
Consumption of consumable and repair part inventories [3][4]	2,428	521
Amortization [4]	26	-
	27,619	6,243
Net operating result from plant operations	$ (6,491)	$ (3,137)
Purchase of consumable and repair part inventories	$ 2,910	$ 1,099
Capital investment in plant and equipment	547	56

(1) The amount reported on Schedule 1 includes revenue from the rental of housing of $259 (2001 - $65).

(2) The amount reported on Schedule 5 includes expenses for environmental and financial assessments of $881 (2001 - $117) and costs of rental housing of $158 (2001 - $35). The amortization of the liability for site restoration costs is reported in the financial statements of the Environmental Protection and Enhancement Fund.

(3) Some inventories were acquired at zero cost. The fair value of inventories consumed were $524 in excess of the cost recorded for the year ended March 31, 2002.

(4) Included in Financial Transactions on Schedule 5.

MINISTRY OF INFRASTRUCTURE

NOTES TO THE FINANCIAL STATEMENTS
Year ended March 31, 2002

NOTE 10 COMMITMENTS
(in thousands)

As at March 31, 2002, the Ministry had the following commitments:

	2002	2001 (Restated - Note 3)
Commitments for Capital Investment		
Construction Contracts and Service Agreements	$ 12,287	$ 2,226
Purchase of Assets	1,605	431
	13,892	2,657
Commitments for Operating Expense		
Contracts and Agreements	49,728	63,417
Grants	979,884	1,268,380
Long-term Leases	341,376	334,387
	1,370,988	1,666,184
Total Operating and Capital Investment	$ 1,384,880	$ 1,668,841

The aggregate amounts payable for the unexpired terms of these commitments are as follows:

	2003	2004	2005	2006	Thereafter	Total
Capital Investment	$ 9,250	$ 4,642	$ -	$ -	$ -	$ 13,892
Operating Expense:						
Contracts & Agreements	33,338	13,304	1,052	481	1,553	49,728
Grants	55,915	109,321	95,788	124,023	594,837	979,884
Leases	74,070	58,447	48,111	40,273	120,475	341,376
Total	$ 172,573	$ 185,714	$ 144,951	$ 164,777	$ 716,865	$1,384,880

MINISTRY OF INFRASTRUCTURE

NOTES TO THE FINANCIAL STATEMENTS

Year ended March 31, 2002

NOTE 11 CONTINGENCIES

(in thousands)

At March 31, 2002, the Ministry is a defendant in 66 legal claims (2001 - 43 legal claims). 48 of these claims have specified amounts totaling $232,431 and the remaining 18 have not specified any amount (2001 - 37 claims with a specified amount of $626,687 and 6 with no specified amount). Included in the total legal claims are 7 claims in which the Ministry has been jointly named with other entities, 5 of which have specified claims amounting to $ 27,163. Twenty-three claims amounting to $ 19,346 are covered by the Alberta Risk Management Fund.

The resulting loss, if any, from these claims cannot be determined.

NOTE 12 TRUST FUNDS UNDER ADMINISTRATION

(in thousands)

The Ministry administers trust funds that are regulated funds consisting of public money over which the Legislature has no power of appropriation. Because the Province has no equity in the funds and administers them for the purpose of various trusts, they are not included in the Ministry's financial statements.

As at March 31, 2002, trust funds under the Ministry's administration were as follows:

	2002	2001 (Restated - Note 3)
The General Trust Fund	$ 506	$ 654
The Security Deposit Trust Fund	155	157
	$ 661	$ 811

NOTE 13 DEFINED BENEFIT PLANS

(in thousands)

The Ministry participates in the multi-employer pension plans, Management Employees Pension Plan and Public Service Pension Plan. The Ministry also participates in the multi-employer Supplementary Retirement Plan for Public Service Managers. The expense of these pension plans is equivalent to the annual contributions of $2,967 for the year ended March 31, 2002 (2001 - $3,102).

At December 31, 2001, the Management Employees Pension Plan reported a surplus of $5,338 (2000 - $170,858) and the Public Service Pension Plan reported a surplus of $320,487 (2000 -$635,084). At December 31, 2001, the Supplementary Retirement Plan for Public Service Managers had a deficiency of $399 (2000 - surplus $180).

MINISTRY OF INFRASTRUCTURE

NOTES TO THE FINANCIAL STATEMENTS
Year ended March 31, 2002

NOTE 13 DEFINED BENEFIT PLANS (continued)
(in thousands)

The Ministry also participates in two multi-employer Long Term Disability Income Continuance Plans. At March 31, 2002, the Bargaining Unit Plan reported an actuarial deficiency of $8,646 ($12,710) and the Management, Opted Out and Excluded Plan reported an actuarial deficiency of $2,656 ($4,583). The expense for these two plans is limited to employer's annual contribution for the year.

NOTE 14 SUBSEQUENT EVENT

On April 1, 2002, the operations of the Supply Division were transferred to the Ministry of Government Services pursuant to Order in Council 224/2002. The Supply Division, which provides support, mail and courier services, and administers the disposal of surplus materials for government, had an authorized budget of $8,677 and actual expenditures of $8,615 for the year ended March 31, 2002.

NOTE 15 APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved by the Senior Financial Officer and the Deputy Minister.

MINISTRY OF INFRASTRUCTURE

SCHEDULE TO THE FINANCIAL STATEMENTS

REVENUES

Schedule 1

Year ended March 31, 2002

(in thousands)

	2002		2001
	Budget	Actual	Actual (Restated - Note 3)
Internal Government Transfers			
Transfer from Lottery Fund	$ 345,000	$ 345,000	$ 260,000
Fees, Permits and Licenses			
Civil Service Parking	2,000	2,668	2,533
Investment Income [1]	4,300	7,422	5,529
Other Revenue			
Refunds of Expenditure			
Previous Years' Refunds [2]	4,500	46,332	3,685
Surplus Sales	1,070	276	172
	5,570	46,608	3,857
Miscellaneous			
Swan Hills Treatment Plant	4,000	21,387	3,171
Rentals (Land and Buildings)	4,000	10,998	11,267
Vehicle Operations	1,082	1,423	1,787
Aircraft Services	1,708	789	5,310
Postage	2,805	3,463	3,389
Upgrading of Seniors' Lodges	1,300	4,701	1,198
Other	4,695	5,293	1,206
	19,590	48,054	27,328
	$ 376,460	$ 449,752	$ 299,247

(1) Certain grants are paid into trust accounts and the Ministry earns investment income on the funds.

(2) Previous years' refunds includes $42,693 related to the Energy Rebate Program. This amount is the difference between the actual expenditures and the estimated expenditures recorded in the year ended March 31, 2001.

MINISTRY OF INFRASTRUCTURE

SCHEDULE TO THE FINANCIAL STATEMENTS

DEDICATED REVENUE INITIATIVES

Schedule 2

Year ended March 31, 2002

(in thousands)

	2002		
	Authorized Dedicated Revenues	Actual Dedicated Revenues	(Shortfall)/ Excess
Seniors' Lodges	$ 4,700	$ 4,701	$ 1
Leases	1,000	1,000	-
Property Operations	8,000	8,998	998
Land Acquisition	1,000	1,000	-
Air Transportation	1,708	789	(919)
Postage and Courier	2,805	3,463	658
Swan Hills Treatment Plant	9,000	9,000	-
	$ 28,213	$ 28,951	$ 738

Seniors' Lodges revenues are reimbursements for the cost of upgrades to lodges which were completed by the Ministry at the request of the lodge foundations.

Revenues associated with Leases, Property Operations, and Land Acquisition are rent charges to agencies of government and other entities which occupy space in government operated buildings or who utilize land owned by government.

Air Transportation revenues are amounts paid by government departments and agencies for the use of passenger aircraft.

Postage and Courier revenues are amounts charged to government departments and agencies for postage and courier services.

The Swan Hills Treatment Plant is a waste management facility operated under agreement. Revenues are amounts charged to the private sector for waste disposal.

The above dedicated revenues are included in the Statement of Operations.

MINISTRY OF INFRASTRUCTURE

SCHEDULE TO THE FINANCIAL STATEMENTS

EXPENSES – DIRECTLY INCURRED DETAILED BY OBJECT Schedule 3

Year ended March 31, 2002

(in thousands)

	2002		2001
	Budget	Actual	Actual (Restated - Note 3)
Voted:			
Salaries, Wages and Employee Benefits	$ 53,651	$ 50,498	$ 50,880
Supplies and Services	236,018	288,489	233,999
Grants	2,436,430	1,703,185	1,357,257
Financial Transactions and Other	51	75	23
Amortization of Assets	54,060	42,328	44,923
Total Voted Expenses	$ 2,780,210	$ 2,084,575	$ 1,687,082

MINISTRY OF INFRASTRUCTURE
SCHEDULE TO THE FINANCIAL STATEMENTS
BUDGET
Year ended March 31, 2002

Schedule 4

	(in thousands)		
	2001-2002 Estimates	Authorized Supplementary (a)	2001-2002 Authorized Budget
Revenues			
Transfer from Alberta Lottery Fund	$ 345,000	$ -	$ 345,000
Fees, Permits and Licenses	2,000	-	2,000
Investment Income	4,300	-	4,300
Other Revenue	25,160	18,400	43,560
	376,460	18,400	394,860
Expenses - Directly Incurred			
Voted Expenses			
Ministry Support Services	15,364	-	15,364
Construction, Upgrading and Operation of Infrastructure	2,749,970	18,400	2,768,370
Cross-Government Services	14,876	-	14,876
	2,780,210	18,400	2,798,610
Statutory Expenses			
Valuation Adjustments			
Provision for Doubtful Accounts	100	-	100
Provision for Vacation Pay	-	-	-
	100	-	100
	2,780,310	18,400	2,798,710
Net Operating Results	$ (2,403,850)	$ -	$ (2,403,850)
Capital Investment	$ 52,030	$ -	$ 52,030

(a) Treasury Board approval is pursuant to section 24(2) of the Financial Administration Act (for net budgeted initiatives).

MINISTRY OF INFRASTRUCTURE
SCHEDULE TO THE FINANCIAL STATEMENTS
COMPARISON OF EXPENSES – DIRECTLY INCURRED AND CAPITAL INVESTMENTS BY ELEMENT TO AUTHORIZED BUDGET Schedule 5
Year ended March 31, 2002

(in thousands)

	2001-2002				
	Estimates	Authorized Supplementary (a)	Authorized Budget	Actual Expense (b)	Unexpended (Over Expended)
Voted Expenses and Capital Investment					
Ministry Support Services					
1.0.1 Minister's Office	$ 390	$ -	$ 390	$ 352	$ 38
1.0.2 Deputy Minister's Office	385	-	385	384	1
1.0.3 Ministry Support Services					
- Operating Expense	14,589	-	14,589	16,946	(2,357)
- Capital Investment	410	-	410	2,699	(2,289)
	15,774	-	15,774	20,381	(4,607)
Construction, Upgrading and Operation of Infrastructure					
2.1 Facilities Infrastructure					
2.1.1 Health Care Facilities					
- Operating Expense	750,100	-	750,100	348,095	402,005
- Operating Expense funded by Lotteries	120,000	-	120,000	120,000	-
2.1.2 School Facilities					
- Operating Expense	555,030	-	555,030	562,592	(7,562)
- Operating Expense funded by Lotteries	150,000	-	150,000	150,000	-
2.1.3 Post - Secondary Facilities					
- Operating Expense	195,700	-	195,700	269,363	(73,663)
- Operating Expense funded by Lotteries	60,000	-	60,000	60,000	-
2.1.4 Seniors' Lodges					
- Operating Expense	7,100	3,400	10,500	13,357	(2,857)
- Operating Expense funded by Lotteries	10,000	-	10,000	10,000	-
2.1.5 Government Facilities					
- Operating Expense	25,850	-	25,850	39,377	(13,527)
- Capital Investment	13,920	-	13,920	7,546	6,374
2.1.6 Leases	82,370	-	82,370	83,280	(910)
2.1.7 Property Operations	96,730	6,000	102,730	107,971	(5,241)
2.1.8 Land Acquisition					
- Operating Expense	2,100	-	2,100	1,564	536
- Capital Investment	18,300	-	18,300	9,408	8,892
2.1.9 Centennial Projects					
- Operating Expense	1,400	-	1,400	86	1,314
- Capital Investment	12,900	-	12,900	2,712	10,188
- Capital Investment funded by Lotteries	5,000	-	5,000	5,000	-
2.1.10 Swan Hills Treatment Plant					
- Operating Expense	20,000	9,000	29,000	26,204	2,796
- Capital Investment	-	-	-	3,457	(3,457)
Total Sub-program	2,126,500	18,400	2,144,900	1,820,012	324,888
2.2 Energy Rebates					
2.2.1 Energy Rebates	598,000	-	598,000	201,472	396,528
Total Sub-program	598,000	-	598,000	201,472	396,528
2.3 Program Services					
2.3.1 Program Services	19,776	-	19,776	19,385	391
Total Sub-program	19,776	-	19,776	19,385	391

MINISTRY OF INFRASTRUCTURE
SCHEDULE TO THE FINANCIAL STATEMENTS
COMPARISON OF EXPENSES – DIRECTLY INCURRED AND CAPITAL INVESTMENTS BY ELEMENT TO AUTHORIZED BUDGET
Year ended March 31, 2002

Schedule 5
continued

(in thousands)

		2001-2002				
		Estimates	Authorized Supplementary (a)	Authorized Budget	Actual Expense (b)	Unexpended (Over Expended)
2.4 Financial Transactions						
2.4.1	Amortization of Capital Assets	48,814	-	48,814	37,510	11,304
2.4.2	Nominal Sum Disposals	5,000	-	5,000	-	5,000
2.4.3	Consumption of Inventories	2,000	-	2,000	2,429	(429)
	Total Sub-program	55,814	-	55,814	39,939	15,875
		2,800,090	18,400	2,818,490	2,080,808	737,682
3.1 Cross-Government Services						
3.1.1	Vehicle Services					
	- Operating Expense	2,413	-	2,413	1,739	674
	- Capital Investment	1,000	-	1,000	857	143
3.1.2	Air Transportation Services					-
	- Operating Expense	3,286	-	3,286	3,474	(188)
	- Capital Investment	500	-	500	374	126
3.1.3	Supply	8,677	-	8,677	8,615	62
		15,876	-	15,876	15,059	817
3.2 Financial Transactions						
3.2.1	Consumption of Inventories	500	-	500	380	120
	Total Sub-program	500	-	500	380	120
		16,376	-	16,376	15,439	937
		$ 2,832,240	$ 18,400	$ 2,850,640	$ 2,116,628	$ 734,012
Program Operating Expense		2,440,210	18,400	2,458,610	1,744,575	714,035
Program Operating Expense Funded by Lotteries		340,000	-	340,000	340,000	-
		2,780,210	18,400	2,798,610	2,084,575	714,035
Program Capital Investment		47,030	-	47,030	27,053	19,977
Program Capital Investment Funded by Lotteries		5,000	-	5,000	5,000	-
		52,030	-	52,030	32,053	19,977
		$ 2,832,240	$ 18,400	$ 2,850,640	$ 2,116,628	$ 734,012
Statutory Expenses						
Valuation Adjustments						
Provision for Doubtful Accounts		100	-	100	164	(64)
Provision for Vacation Pay		-	-	-	(562)	562
		100	-	100	(398)	498

(a) Treasury Board approval is pursuant to section 24(2) of the Financial Administration Act.

(b) Includes achievement bonus of $459.

MINISTRY OF INFRASTRUCTURE
SCHEDULE TO THE FINANCIAL STATEMENTS
SALARY AND BENEFITS DISCLOSURE
Year ended March 31, 2002

Schedule 6

	2002			2001
	Salary [1]	Benefits and Allowances [2]	Total	Total (Restated - Note 3)
Deputy Minister [3][5]	$ 157,420	$ 47,885	$ 205,305	$ 196,123
Other Executives				
Assistant Deputy Minister, Property Development [4][5]	119,122	30,597	149,719	167,719
Assistant Deputy Minister, Corporate Services [4][6]	102,848	44,336	147,184	174,696
Assistant Deputy Minister, Property and Supply Management	126,947	30,348	157,295	160,773

Prepared in accordance with Treasury Board Directive 12/98.

(1) Salary includes regular base pay, bonuses, overtime and lump sum payments.
(2) Benefits and allowances include the government's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage, group life insurance, short and long term disability plans, WCB premiums, professional memberships and tuition fees.
(3) Automobile provided, no dollar amount included in benefits and allowances.
(4) Benefits and allowances include vacation payments to the Assistant Deputy Minister, Property Development $2,339 (2001 - $ 6,527) and to the Assistant Deputy Minister, Corporate Services $ 17,230 (2001 - $15,229)
(5) These positions were occupied by two individuals in the year.
(6) The incumbent's services are shared with the Department of Transportation which contributes its own share of the costs of salary and benefits. Full salary and benfits are disclosed in this schedule. The position became vacant on February 12, 2002.

MINISTRY OF INFRASTRUCTURE
SCHEDULE TO THE FINANCIAL STATEMENTS
RELATED PARTY TRANSACTIONS
Year ended March 31, 2002

Schedule 7

Related parties are those entities consolidated in the Province of Alberta's financial statements. Related parties also include management in the Ministry.

The Ministry and its employees paid or collected certain taxes and fees set by regulation for permits, licenses and other charges. These amounts were incurred in the normal course of business, reflect charges applicable to all users, and have been excluded from this Schedule.

The Ministry had the following transactions with related parties recorded on the Statement of Operations at the amount of consideration agreed upon between the related parties:

	Other Entities	
	2002	2001 (Restated - Note 3)
Revenues		
Lottery Fund	$ 345,000	$ 260,000
Postage/Courier	3,088	3,087
Parking/Rental	4,260	2,142
Air Transportation	719	3,472
Executive Vehicles/Central Vehicle Operations	1,410	1,790
	$ 354,477	$ 270,491
Expenses - Directly Incurred		
Other Services	$ 16,965	$ 919
	$ 16,965	$ 919
Capital Assets Transferred to Others	$ 17,246	$ -

The Ministry also had the following transactions with related parties for which no consideration was exchanged. The amounts for these related party transactions are estimated based on the costs incurred by the service provider. These amounts are not recorded in the financial statements and are disclosed in Schedule 8.

	Other Entities	
	2002	2001 (Restated - Note 3)
Revenues		
Executive Vehicles	$ 59	$ 50
Accommodation	207,454	194,234
Air Transportation	1,510	1,151
	$ 209,023	$ 195,435
Expenses - Incurred by Others		
Accommodation	$ 952	$ 1,097
Legal	409	290
	$ 1,361	$ 1,387

MINISTRY OF INFRASTRUCTURE
SCHEDULE TO THE FINANCIAL STATEMENTS
ALLOCATED COSTS
Schedule 8

Year ended March 31, 2002

	2002						2001
		Expenses - Incurred by Others		Valuation Adjustments			
Program	Expenses (1)	Accommodation Costs	Legal Services	Vacation Pay	Doubtful Accounts	Expenses	Expenses (Restated - Note 3)
Ministry Support Services	$ 17,682	$ 8	$ 128	$ 15	$ -	$ 17,833	$ 15,513
Construction, Upgrading and Operation of Infrastructure	2,052,685	937	135	(544)	164	2,053,377	1,655,994
Cross-Government Services	14,208	7	146	(33)	-	14,328	17,824
	$ 2,084,575	$ 952	$ 409	$ (562)	$ 164	$ 2,085,538	$ 1,689,331

(1) Expenses - Directly Incurred as per Statement of Operations, excluding valuation adjustments

Alphabetical List of Government Entities' Financial Information

ENTITIES INCLUDED IN THE CONSOLIDATED GOVERNMENT REPORTING ENTITY

Ministry, Department, Fund or Agency	*Ministry Annual Report*
Agriculture Financial Services Corporation	Agriculture, Food and Rural Development
Alberta Alcohol and Drug Abuse Commission	Health and Wellness
Alberta Dairy Control Board	Agriculture, Food and Rural Development
Alberta Energy and Utilities Board	Energy
Alberta Foundation for the Arts	Community Development
Alberta Gaming and Liquor Commission	Gaming
Alberta Government Telephones Commission, The	Finance
Alberta Heritage Foundation for Medical Research Endowment Fund	Revenue
Alberta Heritage Savings Trust Fund	Revenue
Alberta Heritage Scholarship Fund	Revenue
Alberta Heritage Science and Engineering Research Endowment Fund	Revenue
Alberta Historical Resources Foundation, The	Community Development
Alberta Insurance Council	Finance
Alberta Municipal Financing Corporation	Finance
Alberta Opportunity Company	Agriculture, Food and Rural Development
Alberta Pensions Administration Corporation	Finance
Alberta Petroleum Marketing Commission	Energy
Alberta Research Council Inc.	Innovation and Science
Alberta Risk Management Fund	Revenue
Alberta School Foundation Fund	Learning
Alberta Science and Research Authority	Innovation and Science
Alberta Securities Commission	Finance
Alberta Social Housing Corporation	Seniors
Alberta Sport, Recreation, Parks and Wildlife Foundation	Community Development
Alberta Treasury Branches	Finance
ATB Investment Services Inc.	Finance
Child and Family Services Authorities:	Children's Services
Awasak Child and Family Services Authority	
Calgary Rocky View Child and Family Services Authority	

ENTITIES INCLUDED IN THE CONSOLIDATED GOVERNMENT REPORTING ENTITY

Ministry, Department, Fund or Agency	*Ministry Annual Report*
Child and Family Services Authority Region 13	
Child and Family Services Authority Region 14	
Diamond Willow Child and Family Services Authority	
Hearthstone Child and Family Services Authority	
Keystone Child and Family Services Authority	
Ma' Mowe Capital Region Child and Family Services Authority	
Metis Settlements Child and Family Services Authority	
Neegan Awas'sak Child and Family Services Authority	
Ribstone Child and Family Services Authority	
Sakaigun Asky Child and Family Services Authority	
Sakaw-Askiy Child and Family Services Authority	
Silver Birch Child and Family Services Authority	
Southeast Alberta Child and Family Services Authority	
Sun Country Child and Family Services Authority	
West Yellowhead Child and Family Services Authority	
Windsong Child and Family Services Authority	
Credit Union Deposit Guarantee Corporation	Finance
Crop Reinsurance Fund of Alberta	Agriculture, Food and Rural Development
Department of Agriculture, Food and Rural Development	Agriculture, Food and Rural Development
Department of Children's Services	Children's Services
Department of Community Development	Community Development
Department of Energy	Energy
Department of Finance	Finance
Department of Gaming	Gaming
Department of Health and Wellness	Health and Wellness
Department of Innovation and Science	Innovation and Science
Department of Learning	Learning
Department of Revenue	Revenue
Department of Seniors	Seniors
Department of Solicitor General	Solicitor General
Department of Sustainable Resource Development	Sustainable Resource

ENTITIES INCLUDED IN THE CONSOLIDATED GOVERNMENT REPORTING ENTITY

Ministry, Department, Fund or Agency	*Ministry Annual Report*
Environmental Protection and Enhancement Fund	Sustainable Resource Development
Gainers Inc.	Finance
Government House Foundation, The	Community Development
Historic Resources Fund	Community Development
Human Rights, Citizenship and Multiculturalism Education Fund	Community Development
iCore Inc.	Innovation and Science
Lottery Fund	Gaming
Ministry of Aboriginal Affairs and Northern Development[1]	Aboriginal Affairs and Northern Development
Ministry of Agriculture, Food and Rural Development	Agriculture, Food and Rural Development
Ministry of Children's Services	Children's Services
Ministry of Community Development	Community Development
Ministry of Economic Development[1]	Economic Development
Ministry of Energy	Energy
Ministry of Environment[1]	Environment
Ministry of Finance	Finance
Ministry of Executive Council[1]	Executive Council
Ministry of Gaming	Gaming
Ministry of Government Services[1]	Government Services
Ministry of Health and Wellness	Health and Wellness
Ministry of Human Resources and Employment[1]	Human Resources and Employment
Ministry of Infrastructure[1]	Infrastructure
Ministry of Innovation and Science	Innovation and Science
Ministry of International and Intergovernmental Relations[1]	International and Intergovernmental Relations
Ministry of Justice[1]	Justice
Ministry of Learning	Learning
Ministry of Municipal Affairs[1]	Municipal Affairs
Ministry of Revenue	Revenue
Ministry of Seniors	Seniors
Ministry of Solicitor General	Solicitor General
Ministry of Sustainable Resource Development	Sustainable Resource

[1] Ministry includes only the department so separate department financial statements are not necessary

ENTITIES INCLUDED IN THE CONSOLIDATED GOVERNMENT REPORTING ENTITY

Ministry, Department, Fund or Agency	*Ministry Annual Report*
Ministry of Transportation[1]	Development Transportation
N.A. Properties (1994) Ltd.	Finance
Natural Resources Conservation Board	Sustainable Resource Development
Persons with Developmental Disabilities Community Boards	
Calgary Community Board	Community Development
Central Community Board	Community Development
Edmonton Community Board	Community Development
Northeast Community Board	Community Development
Northwest Community Board	Community Development
South Community Board	Community Development
Persons with Developmental Disabilities Michener Centre Facility Board	Community Development
Persons with Developmental Disabilities Provincial Board	Community Development
S C Financial Ltd.	Finance
Supplementary Retirement Plan Reserve Fund	Finance
Victims of Crime Fund	Solicitor General
Wild Rose Foundation, The	Community Development

ENTITIES NOT INCLUDED IN THE CONSOLIDATED GOVERNMENT REPORTING ENTITY

Fund or Agency	*Ministry Annual Report*
Alberta Cancer Board	Health and Wellness
Alberta Foundation for Health Research	Innovation and Science
Alberta Heritage Foundation for Medical Research	Innovation and Science
Alberta Heritage Foundation for Science and Engineering Research	Innovation and Science
Alberta Mental Health Board	Health and Wellness
Alberta Teachers' Retirement Fund Board	Learning
Improvement Districts' Trust Account	Municipal Affairs
Local Authorities Pension Plan	Finance
Long-Term Disability Income Continuance Plan - Bargaining Unit	Human Resources and Employment
Long-Term Disability Income Continuance Plan - Management, Opted Out and Excluded	Human Resources and Employment

Management Employees Pension Plan	Finance
Provincial Judges and Masters in Chambers Pension Plan	Finance
Public Post Secondary Institutions	Learning
Public Service Management (Closed Membership) Pension Plan	Finance
Public Service Pension Plan	Finance
Regional Health Authorities	Health and Wellness
School Boards	Learning
Special Areas Trust Account, The	Municipal Affairs
Special Forces Pension Plan	Finance
Supplementary Retirement Plan for Public Service Managers	Finance
Universities Academic Pension Plan	Finance
Workers' Compensation Board	Human Resources and Employment

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